

City Council
Special Meeting Minutes
City Council Retreat

Tuesday, January 26 2016
Library Meeting Room – 1st Floor
951 Spruce Street
4:00 PM

Call to Order – Mayor Muckle called the meeting to order at 4:00 p.m.

The following members were present:

City Council: ***Mayor Muckle, Mayor Pro Tem Jeff Lipton,
City Council members Dennis Maloney, Chris Leh,
Susan Loo, Ashley Stolzmann and Jay Keany***

Staff Present: ***Malcolm Fleming, City Manager
Heather Balser, Deputy City Manager
Kevin Watson, Finance Director
Kurt Kowar, Public Works Director
Joe Stevens, Parks & Recreation Director
Aaron DeJong, Economic Development &
Interim Planning & Building Safety Director
Dave Hayes, Police Chief
Beth Barrett, Library & Museum Director
Chris Neves, IT Director
Kathleen Hix, Human Resources Director
Meredyth Muth, Public Relations Manager
Nancy Varra, City Clerk***

Others Present: ***Heather Bergman, Peak Facilitation Group***

APPROVAL OF AGENDA

Mayor Muckle called for changes to the agenda and hearing none, moved to approve the agenda, seconded by Council member Keany. All were in favor.

City Manager Fleming introduced Heather Bergman of Peak Facilitation Group.

Heather Bergman explained the program for the retreat covers five activities.

The first would provide an activity to allow Council members to get to know each other better. The second activity would explore Council members' perspectives on their group interactions and effectiveness in providing direction to staff. Next staff would briefly review the Programs, Goals, Sub-programs and Contributing Projects Council adopted for 2016. This would provide a context for the primary focus of the retreat, which is for Council to:

- Discuss the work items Council members individually proposed as work priorities for 2016
- Determine which of the work items are Council's highest priorities for 2016, and
- Allocate time and develop a schedule for Council to effectively address the highest priorities during Council's 2016 meeting schedule.

GETTING TO KNOW EACH OTHER

Facilitator Bergman asked Council members a series of questions to allow them to get to know each other better. The questions included the following: What reality TV do you watch? Who makes their own stuff, such as crafts or woodworking, etc.? Who has performed in front of a live audience? Who has competed at a state or national level? Who has three or more siblings? Who grew up somewhere else? Who is a Colorado native? Who has traveled outside the US in the last 5 years? Who is wearing something selected by someone else? Who owns antiques? Who writes poetry or songs? Who ran for public office? Who does volunteer work?

The Mayor, City Council, City Manager and Deputy City Manager candidly responded to those questions.

HOW WE THINK WE ARE DOING

Facilitator Bergman conducted a polling exercise to get a sense of how Council members think the group as a whole, are doing in terms of their interactions with each other and their ability to effectively provide direction to staff. Council members were asked to respond electronically after each question. After the polling, Facilitator Bergman asked Council members to discuss the results.

1. Overall, how well do you think City Council works together as a team?

Response:	Very well	42.86%
	Somewhat well	57.14%
	Okay	0.00%
	Not well at all	0.00%
	Very poorly	0.00%

2. How well do you think City Council members are able to disagree with one another while remaining respectful?

Response:	Very well	57.14%
	Somewhat well	42.86%
	Okay	0.00%
	Not well at all	0.00%
	Very poorly	0.00%

3. If you've ever been in the minority on a divided Council vote, how well did your colleagues honor your perspective and make you feel like you had been heard?

Response:	Very well	57.14%
	Somewhat well	14.29%
	Okay	28.57%
	Not well at all	0.00%
	Very poorly	0.00%

4. Do you think Council should invest future discussion time in working on improving the collaborative and respectful atmosphere among members?

Response:	Definitely	0.00%
	Possibly	14.29%
	Neutral	28.57%
	Not really	57.14%
	Definitely not	0.00%

5. Overall, how well do you think Council and staff work together as a team:

Response:	Very well	14.29%
	Somewhat well	42.86%
	Okay	28.57%
	Not well at all	0.00%
	Very poorly	14.29%

6. How well do you think Council strikes the balance between their policy setting and governance functions and getting into the details of implementation or project management?

Response:	Very well	0.00%
	Somewhat well	57.14%
	Okay	28.57%
	Not well at all	14.29%
	Very poorly	0.00%

7. There are also tradeoffs between quality, cost, and quantity. "If everything is important, nothing is" reflects one aspect of these tradeoffs. With this in mind, how well do you think Council sets priorities?

Response:	Very well	0.00%
	Somewhat well	57.14%
	Okay	42.86%
	Not well at all	0.00%
	Very poorly	0.00%

8. How well do you think staff does at meeting Council's expectations?

Response:	Very well	14.29%
	Somewhat well	28.57%
	Okay	42.86%
	Not well at all	14.29%
	Very poorly	0.00%

Facilitator Bergman asked Council to comment on how well staff meets Council's expectations.

COUNCIL COMMENT

Council members stressed the importance of reporting to their constituents; getting information in a timely manner; the challenge of when the public cannot reach the correct person/department and the lack of follow through on public information requests. Council felt they should develop a relationship with staff, but not at a public meeting. Council also felt they should not interfere with staff's work regarding minor details.

9. How well do you think Council does at giving staff clear direction?

Response:	Very well	42.86%
	Somewhat well	14.29%
	Okay	14.29%
	Not well at all	14.29%
	Very poorly	14.29%

Facilitator Bergman asked Council to address the challenges in staff not understanding Council direction and how well is staff meeting Council's expectation.

COUNCIL COMMENTS

Comments included Council's frustrations of not knowing all the options or alternatives, which could have changed the outcome of their decisions. Other areas of confusion were also noted. Some issues are not clear cut and may involve policy decisions.

Council felt staff could do a better job of providing more information. Council expressed concern they were not communicating thoroughly and staff was not clarifying the direction. It was suggested staff provide a recap of Council's direction to insure they understand their direction. It was also suggested Council have more items discussed in study sessions.

After all the voting was complete and Council comments were made, Facilitator Bergman asked if Council was surprised by the results. Some Council members expressed surprise and some were not surprised at all by the wide-spread response. Other comments related to the clarity when giving staff direction.

SUMMARY: City Manager Fleming summarized the findings from the exercise. Staff should:

1. Recap after each item to ensure Council direction is clear
2. More clearly outline options and the implications of options so Council can set priorities
3. Better anticipate Council's need for more information to address constituent questions
4. Communication is an important aspect of follow through; communicate more so everyone can better understand how they may be affected by items of importance
5. Work as a team; make sure Council understands resources required (time, staff, funding) for effective follow through; Council expects staff to tell them when they are "getting into the weeds" of management rather than focusing on policy.

PUBLIC COMMENT

Dan Mellish, 590 W. Willow Court, Louisville, CO, (Historical Commission member), addressed the current effort to erect a new building and refurbish the existing buildings on the Historical Museum campus. A new structure would address several needs including adequate storage for the City's historic collections of photos and artifacts. He noted the downtown business owners are supportive and feel it would enhance the downtown business area. He stated a \$227,000 line item was allocated in the 2017 CIP budget for the new building's design and repurposing of the four existing structures was reduced to \$20,000 to develop a marketing plan for the project. He asked if the priorities are met, and there is funding available, Council reconsider reinstating the funding for the building design in the CIP Budget.

BRIEF REVIEW OF ADOPTED 2016 PROGRAMS, GOALS, SUB-PROGRAMS AND CONTRIBUTING PROJECTS

City Manager Fleming explained that last year Council spent significant time early in the year reviewing and finalizing the Programs, Goals and Sub-Programs and during the budget process reviewing the Contributing Projects for 2016. Council's review of the 2017-2018 Contributing Projects will happen after tonight's meeting during which

Council determines top priorities and the work plan to address those priorities. To facilitate that, the staff prepared a spreadsheet listing all the issues Council members submitted for consideration. Staff also prepared a second spreadsheet listing all the currently scheduled Regular Meetings and Study Sessions and a preliminary listing of the key Budget related meetings and some of the work items already scheduled for Council action. These spreadsheets could be used interactively during the retreat to both prioritize issues and allocate the amount of meeting time Council members want to spend on each issue and then schedule items on the calendar.

City Council was asked to discuss the work items, determine which were Council's highest priorities for 2016, allocate time and develop a schedule for Council to effectively address the highest priorities during Council's 2016 meeting schedule.

Programs

Transportation

Utilities

Public Safety & Justice

Parks

Open Space & Trails

Recreation

Cultural Services

Community Design

Economic Prosperity

Administrative & Support Services

COUNCIL COMMENTS

Council discussed modifying the priorities. It was noted many items were left off the list and some items were not funded, but still remained on the list. City Manager Fleming explained this will be a discussion item later on during the budget discussions.

PUBLIC COMMENT

Gordon Madonna, 733 Garfield Avenue, Louisville, Co addressed the condition of the City's streets and alleys in Old Town. He presented several photographs exhibiting the conditions of the streets and alleys. He estimated the streets have not been paved since the 1960's. He requested the Council consider budgeting for the reconstruction of the streets and alleys in Old Town.

John Leary, 1116 LaFarge Avenue, Louisville, CO addressed the issue of Council micro-managing previously discussed by Council. He explained 35 years ago, he and two others adopted the City's first ethics code. He stated information requests are not micro-managing and no one should be denied information. With respect to the fee schedule, he felt it had to be reviewed annually and if there is a biennial budget, it should be reviewed every two years in order to cover the City's costs and workload. He suggested Council go online and read about "but for" argument.

Michael Menaker, 1816 W. Choke Cherry Drive, Louisville, CO addressed the Louisville golf course and noted marketing is everything because the golf course is not self-supporting. He also addressed the Downtown Neighborhood Plan and noted there have been about 33 scrapes in Downtown the last five years and both the sellers and buyers are happy with their decisions. He noted Council already voted not to do a small area plan for Old Town. He addressed public participation and stated the public comment period for this meeting was already late and some public members don't have the time to wait for their opportunity to speak. With respect to the museum, he felt it should be discussed under the umbrella of the Historic Preservation Plan. He stressed the importance of approving the two current small area plans. He stated there is not a strategic plan for Economic Development and there is a desperate need for a daytime parking solution for downtown. He felt Sam's Club provides an opportunity for redevelopment.

2016 WORKPLAN: PRIORITIZING WORK ITEMS HOW MUCH TIME TO SPEND ON & SCHEDULE FOR PRIORITY WORKPLAN PROPOSED COUNCIL WORK PRIORITIES IN 2016

Facilitator Bergmann outlined the City Manager's proposed Work Plan and work priorities for 2016. She asked Council to review the list and discuss the order of priority and add other items to the list if they desired. The City Council reviewed and discussed the project list and summarized why they felt each issue was important. Council members then identified Council time in 2016 and assigned a City Council Regular Meeting (RM) or Study Session (SS) for a Council discussion and action.

Council members voted by dot placement on the list of priorities for 2016 and established the time allocation on each priority work item for Regular Meetings (RM), Study Sessions (SS) and Executive Session (ES). Note: Assuming two Study Sessions per month and two regular meetings per month, and assuming two hours per study session and three hours per regular meeting, there are 66 hours of regular meeting time and 44 hours of study session time, plus an additional 8 hours for longer meetings. This figure does not include any of the significant time council members spend outside of regular council meetings and study sessions. The city council work plan: issues, priorities, time allotment and schedule are as follows:

2016 CITY COUNCIL WORK PLAN: ISSUES, PRIORITIES, TIME ALLOTMENT AND SCHEDULE

<u>ISSUE</u>	<u>RM</u>	<u>SS</u>	<u>MONTH</u>
1. Street Maintenance & Repair	2	2	Mar-May/ES
2. McCaslin Urban Renewal Plan	6	0	Apr-May/Jul?
3. Recreation/Senior/Aquatic Center Expansion	4	2	Feb-Jul 1
4. Golf course financial/operation results	0	0	
5. Biennial Budget Process & Program Budget	16	8	Ongoing

6. SoBoRd & McCaslin Small Area Plans	9	4	April
7. Police Department Strategic Plan	0	0	
8. Economic Development Plan	0	0	
9. Employee Compensation & Benefits	0	2	Pre Budg/HR
10. Boards & Commissions Issues	2	12	Ongoing
10A. Parks & Public Landscaping Expectations	0	0	
10B. Golf Course Advisory Board Role	0	0	
10C. Business Retention & Development Role	0	0	
10D. 501c3 Issue	0	0	
10E. Absences, term limits, work plans & related issues	0	0	Before Nov
11. Sustainability Plan & Activities	1	4	Q1, Q2
12. Development Review & Cost Recovery	0	0	
13. Implementing the Museum Campus Master Plan	0	0	
14. Contingency process for managing unanticipated issues	26	18	
15. City Governmental Energy Use			
	-66	-52	
Total Unallocated Time	0	0	

REVIEW DECISIONS, DIRECTION & ACTION

Facilitator Bergman asked Council members to recap and confirmed actions to promote effectiveness and agreed on priorities. There was Council confirmation.

There was also discussion about the City Council's summer schedule/summer break. City Manager Fleming stated staff will work on the schedule and bring it back for City Council consideration.

ADJOURNMENT

The meeting was adjourned at 8:43 p.m.

Robert P. Muckle, Mayor

Nancy Varra, City Clerk